

GEO

Guyana Economic Opportunities

**Assistance to the Project Cycle Division of the
Ministry of Finance in the Development of a
Procedures Manual**

Final Report

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I. Purpose of Consultancy

This assignment encompassed two main thrusts: 1) producing a procedures manual for the Project Cycle Management Division (PCD) of the Ministry of Finance; and 2) furthering the ongoing reorganization of the Division by updating job descriptions, fine-tuning the Mission Statement, and analyzing work flow and reporting structures.

II. Findings

As has been reported by other studies, the Ministry of Finance in general and the Project Cycle Division in particular suffer from low morale and, to a certain extent, structural contradictions in their mandate. Most of these issues lie outside the scope of this study, but impact nevertheless on the ability of the PCD to function as a cohesive, well-oiled unit.

The Division personnel are well-educated and dedicated; many of them have worked in the Division (or one of its various predecessors) for eight to ten years. They know their jobs, and they are proud of the contribution they are making to national development. However, their productivity as well as job satisfaction could be greatly enhanced if certain impediments were removed and certain incentives put in place. Restructuring the Division as is being done and retooling job descriptions can contribute toward this process, but these are only a small part of the formula.

An often adversarial relationship between the PCD and the PEUs. A built-in contradiction and a serious structural problem is that they are supposed to monitor projects not only from a financial but also from a technical standpoint. In nearly all cases, staff must rely on monthly reports from the Project Execution Units regarding monies expended and progress made toward reaching goals and benchmarks. The idea is, if the PCD is alerted to problems or bottlenecks early enough, they will be able to take action to resolve the situation so that the project can continue according to schedule. However, the PCD also controls the funds contributed to the project by the Government of Guyana, and if project progress is delayed, the PCD can stop or slow the monthly funding releases to the project. This makes it very tempting for the PEUs to downplay or ignore implementation problems so that the flow of money is not interrupted; furthermore, the Project Execution Units often feel protective of the projects they manage and are reluctant to point out problems since they think it reflects poorly on themselves or on the project. A frequent result is that no one in the PCD is aware of the delays or problems until they can no longer be ignored; then the Division has to drop everything and deal with a full-blown crisis. This is not only disruptive of work schedules but hard on the nerves. Even in the best of circumstances, if the PEUs report problems frankly and file their reports on time, the problems have already been simmering for a month or six weeks by the time the PCD hears about them.

The Government may wish to revisit the relationship between the PEUs and the PCD, in order to reduce the level of tension that often exists between them and to improve the Government's capacity for technical monitoring of donor-funded projects, since they normally have readier access to persons with the technical skills required. The current system has the PEUs reporting problems to the PCD, which often in turn reports the problem to the Permanent Secretary in which the PEUs are located. This is a very cumbersome approach to resolving problems, which

might be far easier dealt with within the ministries involved. This would involve major restructuring, however, and the suggestion is offered here merely to provoke thought on the subject. More of a team effort between the PCD and the PEUs would help everyone. This could form the subject of a task force drawn from the PCD and several ministries or an additional consultancy, to help find ways for closer cooperation.

Lack of technical skills for effective physical monitoring. Division staff are supposed to make periodic site visits to verify first-hand the progress that projects are making, but they lack the technical skills required to tell whether or not a contractor is using inferior materials, for instance, or if engineering studies have been properly carried out. Further, if they discover issues that the PEUs have not reported, it only exacerbates the adversarial relationship between the PCD and the PEUs. However, it became evident from the interviews that site visits are almost always morale-boosters, since staff can see for themselves that meaningful development is taking place. This reason alone justifies more emphasis on physical monitoring, and in addition increases the chances that staff will become aware of issues early enough to be able to take remedial measures.

Lack of authority to follow through. Even if PCD staff are immediately informed of project implementation issues, and even if they know what needs to be done to resolve them, unless it is a very minor matter, they do not have the authority to deal with the issue directly. All they can do is recommend a course of action to their superiors, who may in turn only be able to recommend a course of action to someone else. This makes them feel very far removed from the front lines and is a source of great frustration when their recommendations are not acted on and the project suffers. Some of these issues, of course, have political ramifications that require high-level interventions, but many could be handled successfully by the staff themselves if they had the authority to do so. Division staff should have the authority to make certain types of decisions and then be held accountable -- for good or ill -- for the results.

Lack of incentive. This leads to the next issue, which is lack of incentive. Even if the PCD staff are able to resolve a problem with project implementation, or point it out at an early stage, they are not rewarded for doing so. In fact, if they point out too many problems they may be regarded as troublemakers. This is not at all unusual in bureaucracies, but it makes it very painless to “take the easy route” and deal with routine matters devoid of possible controversy, leaving problems to fester.

Common problems of a bureaucratic structure combined with a hierarchical management approach. The PCD suffers from the very common bureaucratic phenomenon of depersonalization of the work place. More to the point, however, it also suffers from an “old school” management style with little exchange of information, little personal encouragement, and little opportunity for creative contributions. It is very tempting to ascribe the Division’s problems to structural defects, but even with all the built-in disadvantages of working within a government bureaucracy, the work atmosphere in the Division could be greatly improved with very little effort and cost. The Head of Division is fully committed to modernizing the procedures and facilities his staff employs and has made great strides in this direction; he might also find it beneficial to put in place management techniques in line with the latest thinking.

III. Recommendations

Following are some suggestions that the PCD could put into operation at minimal expense that could help with morale and smooth operations:

Acknowledge excellence. A very basic human need is to feel recognized and appreciated. This is one need the PCD could fulfill quite readily, at very little cost. If a staff member has done something particularly remarkable, a letter of commendation recognizing the achievement could go a long way toward making him or her feel valued. Even a remark such as “That was a really nice job you did on such-and-such” can make a big difference, especially if the acknowledgment is made in front of peers.

Hold regular staff meetings. Another technique that could improve morale considerably is to make staff members feel like they have a voice in the operations of the Division. Periodic staff meetings (bi-weekly?) where everyone is expected to contribute, information is freely shared, and ideas can be offered and discussed could help create a sense of common purpose and tap into the extensive experience and brain power of those on the staff. As each person gives very brief updates on his or her projects and outlines issues that have cropped up, it may prompt others to recall similar situations elsewhere and how they were resolved. This enhances a sense of camaraderie among the staff and makes it easier for them to request assistance from each other. A staff meeting also provides an ideal forum to congratulate staff who have performed especially well.

One other way that staff meetings can contribute to morale is by providing a convenient way for the Head of Division to give staff an update on actions taken in response to their recommendations, and to let them know in general terms what is happening in the Division. Staff meetings should not deteriorate into one-way lectures or harangues, which can be very demoralizing.

Job titles should reflect real functions. Another important point is that, because staff members are now in the State Planning Secretariat, they are for the most part called Planners. This seems an inappropriate title since they actually do very little planning and are involved almost exclusively with project monitoring. Titles more descriptive of their actual functions might be Project Liaison Specialists, or Donor Liaison Specialists.

Delegate responsibility. The Head of Division may also find it useful to gradually delegate some of his responsibilities, to help relieve his crushing workload. If expectations are adequately outlined, the competent staff in the Division could not only shoulder a greater share of the work but thrive in the process.

Improve documentation of locally funded projects. Several staff members mentioned that a weak spot in the Division is documentation and analysis of locally funded projects, which do not receive the same level of scrutiny as those funded by foreign agencies and as a result have a higher proportion of failure. Also, due to their numbers and insufficient staff, they are not tracked closely. This is one area where the PCD needs to concentrate some resources.

Carry out more physical monitoring. Both the projects and the staff would benefit from more frequent site visits, either in conjunction with donors or independently. Staff should have a goal of visiting each project at least twice a year.

Collaborate closely with colleagues. PCD staff tend to work in isolation, only vaguely aware of the activities of their colleagues. Regular staff meetings will help with “cross-pollination” and mutual support.

Work closely with PEUs. The Project Execution Units and the PCD should both consider themselves working for the interests of the Government of Guyana and not at cross-purposes. Ways need to be found to reduce the level of antagonism between these wings of the Government and establish a firm footing for increased cooperation.

IV. Next Steps

Two areas seem to be particularly ripe for intervention: rethinking the relationship between the Project Execution Units and the Project Cycle Management Division (as discussed above), and strengthening the Tender Board.

The Central Tender Board (CTB) processes in the neighborhood of 500 tenders every year. It was only several years ago that a manager was appointed to run it. Nevertheless, from all accounts the CTB seems overwhelmed with the volume of tenders, the highly politicized and highly secretive process of tenders, outdated procedures, lack of a strong legal/regulatory framework, and inadequate management systems. For example, there is no established procedure to protest a contract award. The Board has an “open door” policy for protests, with predictable results: grudge or frivolous protests filed weeks or even months after the contract has been awarded that bog the system down and make it less likely that worthy protests receive the attention they deserve. Neermal Rekha of the Tender Board Secretariat mentioned that the World Bank is helping the Board; evidently, however, the help has not yet had much effect. It may very well be that there are too many well-entrenched interests at stake for outsiders to be able to have much influence over the Board's workings. Nevertheless, fertile ground for interventions of some sort exist.

V. Summary

The Project Cycle Management Division does indeed suffer from certain structural difficulties, but its management style also needs updating. The head of the PCD, Mr. Balgobin, identified three principal problems in the Division: crisis-based management, lack of generalized systems and procedures, and inability to generate special reports with ease. The crisis-based management is due partially to structural problems the Division is addressing but also to management style; the systems and procedures will be jump-started with the procedures manual and toolkit, and the MIS system under preparation should help to solve the third issue of the difficulties involved in creating special reports.

ANNEX A

Updated Drafts of Mission Statement, Division Functions, and Job Descriptions

Project Cycle Management Division Mission Statement:

- To continuously analyse assistance provided by bilateral and multilateral agencies in order to negotiate and conclude financing programmes consistent with Guyana's macro-economic policies; and
- To ensure that development projects, whether financed locally or through foreign donors, are properly managed, executed, and evaluated, according to the schedule, budget, and objectives as negotiated, and in keeping with principles of sound financial management and government policies.

Division Functions:

- Conduct economic and financial analyses to determine existing external inflows from donors by type, quality, and amount, as well as projecting future resource requirements consistent with national priorities and sound economic management.
- Engage in policy dialogue with donors in order to mobilise external resource inflows consistent with government policies.
- Secure appropriate external resource inflows from donors through loan/grant negotiations.
- Facilitate donor mission visits.
- Study and analyse government's policies on macroeconomic issues in general, and those that inform aid mobilisation in particular.
- Study and follow up on donor initiatives, policies, programmes, intervention strategies, and operations, and advise government on same.
- Establish and maintain databases consolidating key information for decision-making purposes.
- Serve as liaison with foreign donors and with local government agencies to help resolve problems in project implementation.
- Prepare/assist in the preparation of the borrowing programme ("project pipeline").
- Plan, organise, direct, control, and evaluate the operations of the Division and the performance of staff.

MINISTRY OF FINANCE

JOB DESCRIPTION

TITLE: Division Head - Project Cycle Management Division

REPORTS TO: Chief Planning Officer

MINISTRY/DEPARTMENT: Ministry of Finance - State Planning Secretariat

PURPOSE:

The purpose of this position is to:

- Plan and direct the activities of the particular division in order to achieve its objectives;
- Determine work-related tasks within the division and ensure completion within strict parameters and adherence to quality standards;
- Provide support and guidance to subordinate staff to facilitate the efficient achievement of their individual work programs.

OUTPUTS:

The Head of Division will be responsible for outputs in the following areas:

- Policy assessments and proposals with respect to project design, execution, administration, monitoring, and evaluation.
- Status reports (monthly, quarterly, semi-annually and annually) on foreign-funded projects.
- Monthly financial statements on capital projects within the National Budget.
- Design of the Public Sector Investment Program (PSIP).
- Approval of project investment in accordance with guidelines set by Cabinet.

RANGE OF ACTIVITIES:

The Head of Division will be responsible for activities in the following areas:

- Supervise assistance given to sector agencies, NGOs, and other relevant organizations in identifying suitable projects for multilateral and/or bilateral funding and, where necessary, designing appropriate project profiles.

- Appraisal of all projects submitted by sector agencies for multilateral/bilateral funding.
- Supervise financial inflows on all multilateral-funded projects.
- Review and oversee, in conjunction with appropriate agencies, ministries, or Project Executing Units, all capital projects with a view to identifying actual and potential bottlenecks affecting project execution.
- Assist sector ministries in identifying projects for inclusion in the PSIP.
- Provide a project review of all capital projects.
- Develop and manage the PSIP.
- Chair the Capital Release Committee and determine allocations to Ministries, Corporations, Regions, and Government Agencies on a monthly basis.
- Review and update computerized information system of all capital projects.

QUALIFICATION, KNOWLEDGE, AND EXPERIENCE:

- a) Masters Degree in a relevant social science plus three years post-graduate experience, some of which must have been in a senior position.
- b) Degree in a relevant social science or other relevant area plus five years post-graduate experience, three of which should be in a senior position.
- c) Diploma as per b) plus ten years experience, five of which should be in a senior position, plus exposure to courses in planning and related techniques.

DECISION MAKING, PROBLEM SOLVING, AND IMPACT ON RESULTS:

The incumbent will decide on:

- Policy options to meet project and other pre-conditions in order to advise Cabinet and Minister.
- Budgetary allocations to Projects/Ministries/Regions.
- Capital Releases and Supplementary Provisions to Projects/Ministries/Regions.
- The most cost-effective methods for collection, storage, and presentation of data, bearing in mind the need for proper information for effective planning.

Inadequate planning analysis and decisions would impact on the efficiency of national and regional development and consequently on the economy.

RESOURCE MANAGEMENT:

The Head of Division will be responsible for the supervision of four to eight professional staff and two to four support personnel.

COMMUNICATIONS:

Must have a high degree of communicative skills - both oral and written - as research papers, policies, statistics, etc. will have to be presented, explained, defended, etc. Incumbent will have frequent contact with high-level officials in the following organizations:

- Cabinet
- Ministers
- Head of Project Execution Units
- External Funding Agencies

WORKING CONDITIONS:

Work is normally in an office. However, the incumbent will be expected to make regular visits to inspect and report on progress of investment projects and to become familiar with the working environment. Overtime, without additional compensation, is expected as circumstances demand.

MINISTRY OF FINANCE

JOB DESCRIPTION

TITLE: Head of Foreign Funding Agencies Department

REPORTS TO: Head of Division

MINISTRY/DEPARTMENT: Finance, Project Cycle Management Division

PURPOSE:

To facilitate the effective mobilisation and utilisation of external resources from bilateral and multilateral donors consistent with macro-economic policies.

KEY OUTPUTS:

- Loans presented, negotiated, approved, implemented, and monitored.
- Borrowing programme or project “pipeline.”
- Economic and financial analyses.
- Project status and other reports.

RANGE OF ACTIVITIES:

- Analyse donors’ initiatives, policies, strategies, and operations, in order to identify appropriate sources and types of external resources required, consistent with national development priorities.
- Analyse the implications of macro-economic policy on external resource mobilisation.
- Participate in negotiations of terms and conditions of financing from donors and assist in the preparation of terms of reference and project proposals for loan applications and technical co-operation in order to arrive at a document consistent to both donor and national policies.
- Prepare requests for loans, grants, and other types of financial assistance and also for extension of deadlines relating to donor financing.
- Liaise with donors, government departments, project implementing agencies, and others in order to obtain donor financing consistent with national policies/priorities.
- Monitor the implementation of each individual loan and grant agreement by ensuring compliance with all contractual conditions.
- Prepare briefs and press releases relating to external resource mobilisation for publication as required.
- Prepare funds flow analysis, project status reports, and other reports as required.
- Maintain current database on individual loans, grants, and other financial assistance from donors.
- Guide and direct the work of Economic/Financial Analysts/Planners under supervision.

QUALIFICATIONS, KNOWLEDGE, AND EXPERIENCE:

This position requires the job holder to have a Masters Degree or First Degree and Post-Graduate Diploma.

OR

First Degree from a recognised university, preferably in Economics, Management, International Relations, or Finance, and three years' relevant experience which includes the work of the Ministry of Finance (economic policymaking) or a multilateral financial institution or the public service at a managerial level.

DECISION MAKING, PROBLEM SOLVING, AND IMPACT ON RESULTS:

Loan negotiation is based on complex and sensitive issues related to government policy and donor behaviour. Problem solving requires good negotiating skills, tact, and diplomacy. The job holder works within guidelines established by donors and policies identified by the government. The impact on results can be assessed by the number of loans successfully identified, presented, appraised, negotiated, approved, and implemented. Errors can result in requests for modifications to proposals, delays in approval or implementation, or disbursements being cancelled.

RESOURCE MANAGEMENT:

The job holder is responsible for supervising the work of several subordinate staff in the professional category. The job holder is also responsible for the proper use and care of office equipment used on the job as well as documents related to loans. Project status and other reports and analyses are submitted.

COMMUNICATIONS:

Communicates with, among others, senior officials within government departments, donor agencies, and project executing agencies by means of correspondence, telephone, fax, email, and face to face. Good interpersonal skills, tact, and diplomacy are required.

WORKING CONDITIONS:

Normal working conditions in an office environment. Overtime, without additional compensation, is expected as circumstances demand.

MINISTRY OF FINANCE

JOB DESCRIPTION

TITLE:	Senior Regional Liaison Officer, PSIP
REPORTS TO:	Head of Division
MINISTRY/DEPARTMENT:	Finance, Project Cycle Management Division

PURPOSE:

The purpose of this position is to collect and analyze data regarding Public Sector Investment Programme projects on a regional basis, report on their progress, and identify and help resolve impediments to their satisfactory completion.

KEY OUTPUTS:

Key outputs of this position include:

- Annual PSIP review
- Monthly physical and financial progress reports, including inflows
- Special reports as needed

RANGE OF ACTIVITIES:

Activities will include the following:

- Collection and analysis of data required for the development and maintenance of databases on key information regarding Public Sector Investment Programme projects on a regional basis.
- Verifying consistency of data and results collected.
- Reviewing bottlenecks to existing projects, including problems associated with pre-conditionalities, and recommend appropriate corrective action.
- Serving as a liaison with communities and individuals who report concerns regarding implementation of projects, investigating their reports, and recommending appropriate course of action.
- Attending meetings related to the department's work programme, assisting in the follow-up, co-ordination, and implementation of policy decisions pertaining to the output of the Project Cycle Management Division.
- Review and evaluation of the PSIP.
- Assist in the preparation of the annual Capital and Current Budget.
- Appraise all projects emanating from sector ministries and prepare a pipeline of projects for funding.

- Liaise with Regional Executive Officers, Permanent Secretaries, and Project Managers/ Coordinators to discuss issues and problems relating to disbursements of funds and implementation of projects.
- Analyse return of tender awards to ensure transparency and that Central Tender Board procedures are followed.
- Co-ordinate and liaise with appropriate agencies and NGOs to identify priority projects in accord with government priorities and identify areas of project overlap.
- Evaluate selected projects, using a multi-disciplinary, multi-agency, multi-sectoral team approach.
- Conducting periodic site visits to ensure that funds have been expended as approved.

QUALIFICATION, KNOWLEDGE, AND EXPERIENCE:

A first degree from a recognized university in Management, Accounting, Economics, or other relevant area, plus formal training in planning and quantitative techniques. In addition, five years of experience as an Analyst, Planner, or other relevant position is essential.

DECISION MAKING, PROBLEM SOLVING, AND IMPACT ON RESULTS:

The Senior Liaison Officer will decide on the most appropriate method of data collection. Selection of criteria to be applied to review, analysis, and recommendations will be intrinsic to good planning. Incorrect decisions made will impact directly on planning for the PSIP and the national economy as a whole.

RESOURCE MANAGEMENT:

The incumbent will be responsible for the design of his/her individual work programme. He/She will generally be responsible for his/her own work but will from time to time supervise junior research personnel assisting in specific programmes.

COMMUNICATIONS:

Regular contact by telephone, mail, and personal visits is maintained with key personnel in the ministries and other relevant organizations, as well as individuals and communities. This position requires cultivating and maintaining excellent personal relationships and demands diplomacy, understanding, and tact. The incumbent is a key contact for individuals and communities and must therefore have excellent listening, human relations, and communications skills.

WORKING CONDITIONS:

Work is normally in an office. However, the incumbent will be expected to make regular visits to inspect and report on progress of investment projects and to become familiar with the working environment. Overtime, without additional compensation, is expected as circumstances demand.

MINISTRY OF FINANCE

JOB DESCRIPTION

TITLE:	Planner II, PSIP
REPORTS TO:	Head of Division
MINISTRY/DEPARTMENT:	Finance, Project Cycle Management Division

PURPOSE:

The purpose of this position is to collect and analyze data regarding Public Sector Investment Programme projects, report on their progress, and identify and help resolve impediments to their satisfactory completion.

KEY OUTPUTS:

Key outputs of this position include:

- Monthly, quarterly, and annual scheduled capital releases reports
- Annual and semi-annual PSIP review
- Monthly physical and financial progress reports, including inflows
- Special reports as needed

RANGE OF ACTIVITIES:

Activities will include the following:

- Collection and analysis of data required for the development and maintenance of databases on key information regarding Public Sector Investment Programme projects.
- Verifying consistency of data and results collected.
- Reviewing bottlenecks to existing projects, including problems associated with pre-conditionalities, and recommend appropriate corrective action.
- Attending meetings related to the department's work programme, assisting in the follow-up, co-ordination, and implementation of policy decisions pertaining to the output of the Project Cycle Management Division.
- Review and evaluation of the PSIP.
- Assist in the preparation of the annual Capital Budget.
- Participate in the Capital Release Committee.
- Appraise all projects emanating from sector ministries and prepare a pipeline of projects for funding.
- Liaise with ministries, agencies, and regions to discuss issues and problems relating to disbursements of funds.

- Co-ordinate and liaise with SIMAP and NGOs to identify priority projects in accord with government priorities and identify areas of project overlap.
- Evaluate selected projects, using a multi-disciplinary, multi-agency, multi-sectoral team approach.
- Conducting periodic site visits to ensure that funds have been expended as approved.

QUALIFICATION, KNOWLEDGE, AND EXPERIENCE:

A first degree from a recognized university in Management, Accounting, Economics, or other relevant area, plus formal training in planning and quantitative techniques. In addition, five years of experience as an Analyst, Planner, or other relevant position is essential.

DECISION MAKING, PROBLEM SOLVING, AND IMPACT ON RESULTS:

The Planner II will decide on the most appropriate method of data collection. Selection of criteria to be applied to review, analysis, and recommendations will be intrinsic to good planning. Incorrect decisions made will impact directly on planning for the PSIP and the national economy as a whole.

RESOURCE MANAGEMENT:

The incumbent will be responsible for the design of his/her individual work programme. He/She will generally be responsible for his/her own work but will from time to time supervise junior research personnel assisting in specific programmes.

COMMUNICATIONS:

Regular contact by telephone, mail, and personal visits is maintained with key personnel in the ministries and other relevant organizations.

WORKING CONDITIONS:

Work is normally in an office. However, the incumbent will be expected to make regular visits to inspect and report on progress of investment projects and to become familiar with the working environment. Overtime, without additional compensation, is expected as circumstances demand.

MINISTRY OF FINANCE

JOB DESCRIPTION

TITLE:	Liaison Officer II, Bilateral Desk
REPORTS TO:	Head of Foreign Funding Agencies Department
MINISTRY/DEPARTMENT:	Finance, Project Cycle Management Division

PURPOSE:

The purpose of this position is to collect and analyze data regarding bilateral donor projects, report on their progress, and identify and help resolve impediments to their satisfactory completion.

KEY OUTPUTS:

Key outputs of this position include:

- Monthly, semi-annual, and annual physical and financial progress reports, including inflows
- Special reports as needed

RANGE OF ACTIVITIES:

Activities will include the following:

- Collection and analysis of data required for the development and maintenance of databases on key information regarding bilateral donor-funded projects.
- Verifying consistency of data and results collected.
- Reviewing bottlenecks to existing projects, including problems associated with pre-conditionality, and recommend appropriate corrective action.
- Attending meetings related to the department's work programme, assisting in the follow-up, co-ordination, and implementation of policy decisions pertaining to the output of the Project Cycle Management Division.
- Liaise with representatives from bilateral donor organizations and appropriate ministries to discuss issues and problems relating to disbursements of funds and project implementation.
- Co-ordinate and liaise with SIMAP and NGOs to identify priority projects in accordance with government priorities and identify areas of project overlap.
- Evaluate selected projects, using a multi-disciplinary, multi-agency, multi-sectoral team approach.
- Conducting periodic site visits to ensure that funds have been expended as approved.

QUALIFICATION, KNOWLEDGE, AND EXPERIENCE:

A first degree from a recognized university in Management, Accounting, Economics, or other relevant area, plus formal training in planning and quantitative techniques. In addition, five years of experience as an Analyst, Planner, or other relevant position is essential.

DECISION MAKING, PROBLEM SOLVING, AND IMPACT ON RESULTS:

The Liaison Officer II will decide on the most appropriate method of data collection. Selection of criteria to be applied to review, analysis, and recommendations will be intrinsic to good planning. Incorrect decisions made will impact directly on planning for the PSIP and the national economy as a whole.

RESOURCE MANAGEMENT:

The incumbent will be responsible for the design of his/her individual work programme. He/She will generally be responsible for his/her own work but will from time to time supervise junior research personnel assisting in specific programmes.

COMMUNICATIONS:

Regular contact by telephone, mail, and personal visits is maintained with key personnel in the ministries and other relevant organizations.

WORKING CONDITIONS:

Work is normally in an office. However, the incumbent will be expected to make regular visits to inspect and report on progress of investment projects and to become familiar with the working environment. Overtime, without additional compensation, is expected as circumstances demand.

MINISTRY OF FINANCE

JOB DESCRIPTION

TITLE:	Liaison Officer II, World Bank Desk
REPORTS TO:	Head of Division
MINISTRY/DEPARTMENT:	Finance, Project Cycle Management Division

PURPOSE:

The purpose of this position is to collect and analyze data regarding loans funded by the World Bank, report on their progress, and identify and help resolve impediments to their satisfactory implementation.

KEY OUTPUTS:

Key outputs of this position include:

- Monthly, quarterly, and annual reports on status of loans
- Special reports as needed

RANGE OF ACTIVITIES:

Activities will include the following:

- Collection and analysis of data required for the development and maintenance of databases on key information regarding loans financed by the World Bank.
- Verifying consistency of data and results collected.
- Reviewing bottlenecks to existing loans, including problems associated with pre-conditionality, and recommend appropriate corrective action.
- Attending meetings related to the department's work programme, assisting in the follow-up, co-ordination, and implementation of policy decisions pertaining to the output of the Project Cycle Management Division.
- Liaise with ministries, agencies, and regions to discuss issues and problems relating to disbursements of funds.
- Co-ordinate and liaise with SIMAP and NGOs to identify priority projects in accord with government priorities and identify areas of project overlap.
- Evaluate selected projects, using a multi-disciplinary, multi-agency, multi-sectoral team approach.
- Conducting periodic site visits with delegations from the World Bank to ensure that funds have been expended as approved.
- Accounting associated with the Private Sector Institutional Credit Disbursements.

QUALIFICATION, KNOWLEDGE, AND EXPERIENCE:

A first degree from a recognized university in Management, Accounting, Economics, or other relevant area, plus formal training in planning and quantitative techniques. In addition, five years of experience as an Analyst, Planner, or other relevant position is essential.

DECISION MAKING, PROBLEM SOLVING, AND IMPACT ON RESULTS:

The Liaison Officer II will decide on the most appropriate method of data collection. Selection of criteria to be applied to review, analysis, and recommendations will be intrinsic to good planning. Incorrect decisions made will impact directly on planning for loans from the World Bank and the national economy as a whole.

RESOURCE MANAGEMENT:

The incumbent will be responsible for the design of his/her individual work programme. He/She will generally be responsible for his/her own work but will from time to time supervise junior research personnel assisting in specific programmes.

COMMUNICATIONS:

Regular contact by telephone, mail, and personal visits is maintained with key personnel in the ministries and other relevant organizations.

WORKING CONDITIONS:

Work is normally in an office. However, the incumbent will be expected to make regular visits to inspect and report on progress of investment projects and to become familiar with the working environment. Overtime, without additional compensation, is expected as circumstances demand.

MINISTRY OF FINANCE

JOB DESCRIPTION

TITLE:	Planner I, PSIP Sectoral Desk
REPORTS TO:	Head of Division
MINISTRY/DEPARTMENT:	Finance, Project Cycle Management Division

PURPOSE:

The purpose of this position is to collect and analyze data regarding locally and foreign donor-funded projects in certain sectors, report on their progress, and identify and help resolve impediments to their satisfactory completion.

KEY OUTPUTS:

Key outputs of this position include:

- Monthly, quarterly, and annual scheduled capital releases reports
- Annual and semi-annual PSIP review
- Monthly physical and financial progress reports, including inflows
- Special reports as needed

RANGE OF ACTIVITIES:

Activities will include the following:

- Prepare updated profiles of each capital project. This update will include: background, objective, executing agency, elements, benefits, cost (foreign/local), amortization, commitment fees, approval date, disbursement schedule, cost overrun (if valid), implementation schedule, pre-conditionalities: all updates are to be done on a quarterly basis.
- Collection and analysis of data required for the development and maintenance of databases on key information regarding Public Sector Investment Programme projects.
- Verifying consistency of data and results collected.
- Reviewing bottlenecks to existing projects, including problems associated with pre-conditionalities, and recommend appropriate corrective action.
- Attending meetings related to the department's work programme, assisting in the follow-up, co-ordination, and implementation of policy decisions pertaining to the output of the Project Cycle Management Division.
- Review and evaluation of the PSIP.
- Assist in the preparation of the annual Capital Budget.
- Participate in the Capital Release Committee.

- Appraise all projects emanating from sector ministries and prepare a pipeline of projects for funding.
- Liaise with ministries, agencies, and regions to discuss issues and problems relating to disbursements of funds.
- Co-ordinate and liaise with SIMAP and NGOs to identify priority projects in accord with government priorities and identify areas of project overlap.
- Evaluate selected projects, using a multi-disciplinary, multi-agency, multi-sectoral team approach.
- Conducting periodic site visits to ensure that funds have been expended as approved.

QUALIFICATION, KNOWLEDGE, AND EXPERIENCE:

A first degree from a recognized university in Management, Accounting, Economics, or other relevant area, plus formal training in planning and quantitative techniques. In addition, three years of experience as an Analyst, Planner, or other relevant position is essential.

DECISION MAKING, PROBLEM SOLVING, AND IMPACT ON RESULTS:

The Planner I will decide on the most appropriate method of data collection. Selection of criteria to be applied to review, analysis, and recommendations will be intrinsic to good planning. Incorrect decisions made will impact directly on planning for the PSIP and the national economy as a whole.

RESOURCE MANAGEMENT:

The incumbent will be responsible for the design of his/her individual work programme. He/She will generally be responsible for his/her own work but will from time to time supervise junior research personnel assisting in specific programmes.

COMMUNICATIONS:

Regular contact by telephone, mail, and personal visits is maintained with key personnel in the ministries and other relevant organizations.

WORKING CONDITIONS:

Work is normally in an office. However, the incumbent will be expected to make regular visits to inspect and report on progress of investment projects and to become familiar with the working environment. Overtime, without additional compensation, is expected as circumstances demand.

MINISTRY OF FINANCE

JOB DESCRIPTION

TITLE:	Liaison Officer I, Caribbean Development Bank Desk
REPORTS TO:	Head of Foreign Funding Agency Department
MINISTRY/DEPARTMENT:	Finance, Project Cycle Management Division

PURPOSE:

The purpose of this position is to collect and analyze data regarding Caribbean Development Bank projects, report on their progress, and identify and help resolve impediments to their satisfactory completion.

KEY OUTPUTS:

Key outputs of this position include:

- Monthly, semi-annual, and annual physical and financial progress reports, including inflows
- Special reports as needed

RANGE OF ACTIVITIES:

Activities will include the following:

- Collection and analysis of data required for the development and maintenance of databases on key information regarding Caribbean Development Bank projects.
- Verifying consistency of data and results collected.
- Reviewing bottlenecks to existing projects, including problems associated with pre-conditionality, and recommend appropriate corrective action.
- Maintain an accurate record of Guyana's financial contributions to the CDB and facilitate such payments as they become due.
- Attending meetings related to the department's work programme, assisting in the follow-up, co-ordination, and implementation of policy decisions pertaining to the output of the Project Cycle Management Division.
- Liaise with representatives of the Caribbean Development Bank and relevant ministries to discuss issues and problems relating to disbursements of funds and project implementation.
- Evaluate selected projects, using a multi-disciplinary, multi-agency, multi-sectoral team approach.
- Conducting periodic site visits to ensure that funds have been expended as approved.

QUALIFICATION, KNOWLEDGE, AND EXPERIENCE:

A first degree from a recognized university in Management, Accounting, Economics, or other relevant area, plus formal training in planning and quantitative techniques. In addition, three years of experience as an Analyst, Planner, or other relevant position is essential.

DECISION MAKING, PROBLEM SOLVING, AND IMPACT ON RESULTS:

The Liaison Officer I will decide on the most appropriate method of data collection. Selection of criteria to be applied to review, analysis, and recommendations will be intrinsic to good planning. Incorrect decisions made will impact directly on planning for the PSIP and the national economy as a whole.

RESOURCE MANAGEMENT:

The incumbent will be responsible for the design of his/her individual work programme. He/She will generally be responsible for his/her own work but will from time to time supervise junior research personnel assisting in specific programmes.

COMMUNICATIONS:

Regular contact by telephone, mail, and personal visits is maintained with key personnel in the ministries, Caribbean Development Bank, and other relevant organizations.

WORKING CONDITIONS:

Work is normally in an office. However, the incumbent will be expected to make regular visits to inspect and report on progress of investment projects and to become familiar with the working environment. Overtime, without additional compensation, is expected as circumstances demand.

MINISTRY OF FINANCE

JOB DESCRIPTION

TITLE: Counterpart Funds Coordinator, European Union Desk

REPORTS TO: Head of Foreign Funding Agency Department

MINISTRY/DEPARTMENT: Finance, Project Cycle Management Division

PURPOSE:

The purpose of this position is to ensure that Counterpart Funds generated by the General Import Programme III under the Structural Adjustment Support Programme of the European Union are administered in accordance with the Memorandum of Understanding governing such funds.

KEY OUTPUTS:

Key outputs of this position include:

- Monthly, semi-annual, and annual reports
- Monthly requests for reimbursements

RANGE OF ACTIVITIES:

Activities will include the following:

- Collection and analysis of all documentation required for submitting monthly requests for reimbursements.
- Verifying accuracy of vouchers and supporting documentation.
- Assembling all necessary documentation according to European Union specifications.
- Training relevant personnel in cooperating Ministries in procedures related to the Counterpart Funds programme.
- Examining cash books and vouchers of cooperating Ministries to ensure conformity with European Union requirements.

QUALIFICATION, KNOWLEDGE, AND EXPERIENCE:

A first degree from a recognized university in Management, Accounting, Economics, or other relevant area, plus formal training in quantitative techniques. In addition, three years of experience as a senior Accountant or other relevant position is essential.

DECISION MAKING, PROBLEM SOLVING, AND IMPACT ON RESULTS:

The Counterpart Funds Coordinator is responsible for arranging for reimbursement of large sums of money into the government treasury. Incorrect decisions made will impact directly on delaying such reimbursement, compromise the ability of the Ministry of Health to buy medical supplies and equipment, and compromise the ability of the Ministry of Education to buy educational supplies and equipment, both of which have consequences on the national economy as a whole.

RESOURCE MANAGEMENT:

The incumbent will be responsible for the design of his/her individual work programme. He/She will generally be responsible for his/her own work but will from time to time supervise junior personnel assisting in specific programmes.

COMMUNICATIONS:

Regular contact by telephone, mail, and personal visits is maintained with key personnel in the ministries, European Union, and other relevant organizations.

WORKING CONDITIONS:

Work is normally in an office. However, the incumbent will be expected to make regular visits to inspect and report on progress of investment projects and to become familiar with the working environment. Overtime, without additional compensation, is expected as circumstances demand.

ANNEX B

Officials Interviewed

Guyana Economic Opportunities Project

Thomas Whitney, Chief of Party

March 27, 2000
and various meetings

Lance Hinds, Consultant, PCU MIS

March 27, 2000
and various meetings

Ministry of Finance

Clyde Roopchand, Chief Planning Officer

March 27, 2000
and various meetings

Project Cycle Management Division

Tarachand Balgobin, Head of Division

March 27, 2000
and various meetings

Donald DeClou, Section Head

March 28, 2000
and various meetings

Keith Gordon, Consultant, PCD

April 12, 2000

Donna Levy

March 29, 2000
and various meetings

Abdool Shack Rahim

March 30, 2000
and various meetings

Delma Nedd

March 31, 2000
and various meetings

Lavern Lawrence

April 4, 2000
and various meetings

Cynthia Palmer

April 6, 2000
and various meetings

Oswald Pearce

April 6, 2000
and various meetings

Florance Croal

April 7, 2000
and various meetings

USAID

Daniel Wallace, GEO CTO

April 11, 2000
April 21, 2000

Central Tender Board

Neermal Rekha

April 10, 2000

ANNEX C

Documents Reviewed

Capital Budget, fiscal year 2000, Government of Guyana.

Guyana Economic Opportunities: MIS Assessment for the Project Cycle Unit, Ministry of Finance, 1999.

Guyana Economic Opportunities Technical Proposal, Chemonics International, Washington, D.C., 1999.

Guyana Economic Opportunities: Training Needs Assessment for the Project Cycle Unit, 1999.

Guyana Public Service Staff Performance Review, Guidelines for Reporting Officers and Staff (no date)

Manual for the Programming and Management of Public Sector Investment in Guyana, IDB, 1995.

Memorandum of Understanding “Governing the Utilization of Counterpart Funds Generated by the General Import Programme III under the 7th EDF Structural Adjustment Support Programme,” European Union, 1998.

Organization, Mission, and Functions of the State Planning Secretariat, A & F Division, 1992 (including various drafts).

Project Profiles, submitted to the National Assembly, Government of Guyana, 2000.

Proposed Restructuring of the Ministry of Finance, Building Equity and Economic Participation Project, IGI International, April 1997, K.C. Soares, Ph.D.

Various reports generated by the Project Cycle Management Division.

Work Programme -- 1992, Multilateral Financial Institutions Division, Office of the Budget, Ministry of Finance.